

**Decentralization and Local Governance
Support Program
(Strategic Objective 2)**

ANNUAL REPORT - 2001

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Acronyms

AMS	<i>Association des Maires du Sénégal</i>
APM	Advanced Participatory Methods
APCR	<i>Association des Présidents de Conseil Rural</i>
ARD	<i>Agence Régionale de Développement</i> (Regional Development Agency)
ARD, Inc.	Associates in Rural Development, Inc.
CBNRM	Community-based Natural Resource Management
CBO	Community-based Organization
CERP	<i>Centre d'Expansion Rural Polyvalent</i> (Multi-purpose Rural Outreach Center)
CL	<i>Collectivité Locale</i> (Community: <i>Région, commune, communauté rurale, or commune d'arrondissement</i>)
COP	Chief of Party
CR	<i>Communauté Rurale</i> (Rural community as opposed to town (<i>commune</i>) or urban community)
CTO	Contractor's Technical Officer
DCL	<i>Direction des Collectivités Locales</i> (Central Office for Local Collectivities)
DGL Felo	<i>Décentralisation, Gouvernance Locale, Progrès</i> (Program name for ARD, Inc., Senegal: "Felo" is a local language word for progress)
ENDA GRAF	<i>Environnement et Développement du Tiers Monde Groupe Recherche Action Formation</i>
GOS	Government of Senegal
GTT	<i>Groupe Technique de Travail</i> (Technical Working Group)
IR	Intermediate Result
KIR	Key Intermediate Result
LIG	Local Incentive Grant
MERA	Monitoring, Evaluation, Reports and Analysis
NGO	Non-governmental Organization
NRM	Natural Resource Management
PCR	<i>Président du Conseil Rural</i>
PMP	Performance Monitoring Plan
SO	Strategic Objective
TA	Technical Assistance
TOT	Training of Trainers
USAID	United States Agency for International Development
ZSPW	Zone Strategy Planning Workshop

Introduction

The Decentralization and Local Governance Support program, launched in Mar. 2000 (and baptized “DGL Felo” in 2001), is a key component of USAID/Senegal’s development assistance program. It was developed in response to a request from USAID’s Senegalese partners for support in implementing the ambitious 1996 GOS reforms which transferred significant powers to local collectivities. The program is aimed at improving the performance of local elected officials and other actors for more effective, democratic, and accountable management of services and resources. Its ambition is to contribute to the emergence of viable local government, with more dynamic institutions and more effective citizen participation in the management and supervision of local affairs. The program targets three levels of local government: the *communautés rurales*, the *communes*, and regions. It is designed to provide assistance not only to governmental institutions, but to grassroots community organizations as well. The program is implemented by ARD, Inc. under USAID contract no. 685-C-00-00-00037-00.

During the first year of implementation, the program worked with selected local collectivities in three priority regions: Saint-Louis, Kolda and Thiès. In 2001 the program expanded operations to the Kaolack and Tambacounda regions. Expected results of the program are:

- Increased capacity of local institutions;
- Increased access to financial resources;
- Increased participation of local populations in the management and supervision of local affairs;
- More effective implementation of decentralization policies and regulations.

DGL Felo’s strategy of intervention is centered around the provision of training and technical support, on a demand-driven basis, to strengthen local government and community capacities to address their own needs and priorities.

This annual report covers program implementation during the calendar year 2001. It is the second annual report since the inception of the project in March 2000. The report provides a succinct review of DGL Felo’s progress during the year, focusing on major accomplishments and results. The report is organized in four main sections:

- Overview
- Major Achievements in 2001
- Results Attained
- Prospective Implementation Issues and Strategies



I. Overview

Through a broad array of training and technical assistance activities, complemented by policy studies and judicious use of the local incentive grant mechanism, DGL Felo made significant headway in all four SO2 result areas in 2001. A measure of the intensity of program activities in the past year is provided by the following figures: Two new regions, and 12 new partner collectivities (added to the first-generation group of 13); 156 workshops conducted, involving approximately 7,800 participants, and a level of effort of 1,758.5 consultant days. Rather than focus on work plan execution, however – which is amply covered in our quarterly performance reports, the present document focuses on changes that the program has begun to produce in its partner collectivities. Some of these results were captured in the formal SO2 results monitoring system. Others were not, but are reported as potentially significant indications of evolutions in attitudes and behavior by local elected officials and civil society actors regarding governance.

In the six months leading up to 2001, DGL Felo's core staff (COP, DCOP, 6 full-time technical specialists, and support staff), assisted by selected consultants, carefully laid the groundwork for its strategy of "assisted self-reliance" in thirteen first-generation partner collectivities in the regions of St. Louis, Kolda, and Thiès. That groundwork consisted of the identification of five priority strategies in each collectivity for improving the management of services and resources; the designation of joint CBO-elected official work groups to spearhead community action; the drafting of action plans around 2-3 priority activities; sensitization on the role of local government and the need for public oversight of council activities, and practical training in budget formulation and revenue generation.

Tentatively at first, but with increasing confidence in the second, third, and fourth quarters, the first-generation collectivities have begun implementing priority activities in various domains of 2001 – NRM, health, sanitation, etc. In most of those thirteen CLs, program activities have contributed to a renewal of interest in local government, more involvement by CBOs, and higher expectations regarding changes that can result from local initiative (as opposed to relying on central government and donor action). Several DGL Felo partner collectivities have witnessed the emergence of new or re-energized leaders.

Many partner CLs which initially tended to perceive their problems as due primarily to a lack of infrastructure, materials, medicines, etc. are now more aware of the need to improve their own management, organizational, and communication systems, and are soliciting DGL Felo for technical assistance and training support in these areas.

Reinforcement of local institutions has occurred in *generic* skill areas such as analysis (e.g. diagnostic studies of services), planning (for activity implementation), budget management (both CL and project), administration, social mobilization, leadership, communication strategies, lobbying, etc. Specialized knowledge and skills in various areas have also been enhanced through program activities – law, financial and fiscal analysis, local credit and savings systems, forest monitoring and fire prevention, computer applications for local government, etc.

The growing capacity of local officials in DGL Felo's partner collectivities is reflected in the increasing confidence with which many of them are now exercising their transferred authorities and undertaking new initiatives. DGL Felo staff who have worked regularly with first-generation CL leaders since May 2000 note that they demonstrate an increasingly strong sense of direction. They have a clearer agenda for their collectivities. Armed with a better understanding of how decentralization is intended to work, they are less hesitant in their relationships with administrative authorities and agents of state technical services. This same confidence and assertiveness can be detected in the behavior of some CBOs vis-à-vis local councils.

While final numbers for the 2001 budget exercise will not be available until Mar. 2002, it appears that the extensive efforts undertaken by the program in FY 2001 aimed at building the financial management capacities of local councils, and increasing popular participation in budget preparation and resource mobilization, did not lead to *immediate* improvements in revenue levels in most partner collectivities. A handful of successful initiatives to increase revenues in DGL Felo partner CLs (e.g. market receipts in the CR of Kounkané, rural tax collection in Sessène) illustrate that tangible results *are* obtainable when local councils, citizens' groups and local government services (e.g. *Trésor*, *Service des Impôts*, *gendarmerie*, etc.) accept to work together to improve management procedures and communication with taxpayers.

Encouraging results that do not necessarily show up in the revenue figures include: councils which can now prepare their budgets without the assistance of the *sous-préfet* or CERP; the production of revenue mobilization plans adapted to the specific characteristics and potential of each CL, and; tax information initiatives and campaigns undertaken by elected officials and CBOs in a number of collectivities. Transforming these valuable "intermediary" results into increased financial resources will entail continued bottom-up efforts by local government to link taxes with improved services. But DGL Felo's experience in 2001 suggests that even the best efforts of local governments and citizens' groups will have limited impact under the present financial system. Collectivities may have won authority to *vote* their budgets, but they remain dependent for revenue *collection* on deconcentrated government services (*Trésor*, *Service des Impôts*) which in most cases have neither the means nor the incentive to carry out their functions. A sweeping overhaul of the financial system by the central government is needed to make local government financially viable.

The thrust of program strategy regarding popular participation has been to demonstrate to local elected officials, CBOs, local NGOs, private sector actors, and representatives of the state and technical services that making local government work is everyone's business. All program training and TA have involved large numbers of civil society actors. Though some activities (for example, budget forums) have deliberately created situations in which elected officials and citizens "face off" to assess the status of development in their collectivity and to exchange about their mutual responsibilities, the overall objective is to encourage a kind of "positive complicity" between the two groups in achieving tangible, realistic improvements.

The GTT, a working group that includes both CBO leaders and council members is the crucible for this collaboration. As DGL Felo's interlocutor with both the council and civil society organizations, the GTTs played a key role in catalyzing local action to improve resource and service management, and in soliciting and coordinating DGL Felo's training and technical assistance support. CBO leaders often bring both development experience and a capacity for social mobilization to the GTT that elected officials may lack. Though the dynamism and effectiveness of the GTTs vary widely, it is noteworthy that in several of DGL Felo's partner CLs the GTT has become an important advisory body to the council, charged by mayors and PCRs with important tasks. In so doing, they have provided a model of how council *commissions*, (many of which are barely functional at present) could work.

Contrary to what some might expect, program activities aimed at raising public awareness of local government financial operations have proven to be a relief for some local officials who have labored under widespread public misconceptions, for example, about the amount of resources available to local government for development activities. Though a sustained training and information effort will be needed before citizens' groups attain the level of expertise required to effectively "supervise" local officials, and challenge certain widespread anomalies (e.g. the imbalance between operational expenditures and investments), DGL program activities in 2001 have already begun lifting the veil on local government operations. Debates surrounding the passage of CY 2000 budgets, for example, were noticeably sharper in several DGL partner collectivities. In July, four collectivities established

joint CBO-council committees to ensure that revenue mobilization plans that DGL Felo helped them develop would actually be implemented.

One key to improving implementation of decentralization policies and procedures in Senegal is getting various actors (local government, the administration, technical services) to carry out their appropriate roles and responsibilities – as redefined in the texts of the 1996 decentralization reforms. Through its capacity-building activities, and efforts to explain and disseminate decentralization laws and decrees, DGL Felo helped local officials to better exercise their devolved authorities in several areas, including NRM, health, and public finance. Bringing together actors from different *levels* of government for face-to-face discussions is particularly instrumental in clarifying respective responsibilities, identifying practical difficulties of *application* of the texts, and building collaboration within larger *systems*.

Six departmental and four local health workshops, organized by the program in the first and second quarters, resulted in a long-overdue “clearing of the air” between elected officials and health agents. Two DGL partner collectivities subsequently established *comités de gestion*, allowing their councils for the first time to exercise appropriate oversight of their health facilities, as stipulated in the texts. Another (Diender Guedj) created a *cadre de concertation de la santé* which has vastly improved coordination among actors in the health system. These practical experiences have been captured in a note that the program will share with the *commission d’enquête* created by the National Assembly to advise it on health sector reforms. The program organized similar encounters at the regional level to promote improved communication among actors involved in local finances.

Policy studies conducted by DGL Felo concerning potentially explosive conflicts in Pata (land/forests) and Kayar (inshore fishing), clarified the responsibilities of local elected officials, administrative authorities, and government technical services with regard to the management of these resources, facilitating both the reconciliation of resource users, and the identification of more durable solutions. A critical review of the management of vital statistics (*état civil*) was completed in Nov. DGL Felo will organize discussions and debates on the findings of this study with decision-makers in several regions in 2002 aimed at provoking needed reforms.

Acknowledging the fact that an inadequate understanding of the 1996 decentralization reform remains a significant and enduring obstacle to its implementation, the program launched an extensive campaign in the fourth quarter of 2001 to disseminate the *content* of the decentralization texts on radio, using short, provocative skits and spots in 4 different languages (*Wolof, Pulaar, Sereer, and Pulaar-fulbé*). While it is still too early to speak of results from this campaign, initial reactions from radio listeners and project partners in different parts of the country have been enthusiastic.

Much of the success enjoyed to date by DGL Felo can be attributed to the *demand-driven* approach of the SO2 program. That approach allowed DGL Felo to respond quickly to emerging opportunities in 2001 (national meeting of the *Agences Régionales de Développement* in St. Louis, forum on the airport project in Diass, etc.), and allows the program to deliver assistance when partner collectivities most need it, thus preserving local momentum. But the demand-driven approach also poses heavy management burdens on DGL Felo. It requires flexibility, an ongoing effort to identify and develop training materials adapted to specific contexts, and close and regular contact with project partners. It also requires that DGL Felo identify and orient a steadily expanding pool of consultants and resource organizations, capable of applying their skills to the practical problems of local government, and increasingly drawn from the regions, rather than Dakar. DGL Felo did well in this area in 2001, training 107 potential new consultants in advanced participation techniques (including 50 from the regions), and hiring 71 new consultants for short-term assignments.

A real commitment to ensuring popular participation often requires *slowing* the execution of an activity or a grant, to ensure adequate time for local consultation and consensus-building, two

essential ingredients for long-term impact. (A case in point in 2001 concerned a local incentive grant to the *communauté rurale* of Pata for its forest monitoring committees). The challenge of preserving the best aspects of an program approach based on demand and popular participation will grow as DGL Felo takes on 18 new partner collectivities in 2002, and will require staffing adjustments and other management strategies.

Finally, it should be noted that the positive changes observed in DGL Felo's partner collectivities in 2001 occurred despite a distracting backdrop of legislative elections and speculation regarding *new* decentralization reforms. Early in the year the government of Senegal announced – and then reversed itself on – a number of proposed changes, including the suppression of the regions as decentralized collectivities, and the communalization of Senegal's 320 *communautés rurales*. The government's hesitation and mixed signals regarding new reforms aggravated what appeared to be a crisis of confidence among some donors supporting decentralization, but had no discernible impact on the implementation of DGL Felo activities.

II. Major Achievements of 2001 Annual Work Plan Implementation

The great majority of activities programmed under the 2001 Annual Work Plan were implemented. In and of itself, this is a notable achievement considering the nature of the DGL Felo demand-driven strategy that requires constant innovation and mobilization of a wide variety of technical resources to meet the needs of partner collectivities. During this second year of implementation, a critical mass of consultants and resource organizations that have assimilated DGL Felo's philosophy, approach and methods for local governance programming has begun to develop. These resources are critical to program success, providing a constant stream of technical assistance for an expanding number of partner collectivities (see Annexes 7 and 8 for a listing of these resources).

At the beginning of the second year of program implementation, 13 first-generation partner collectivities were receiving support from DGL Felo in both generic areas of concern to all collectivities, as well as in the priority areas identified during strategic planning workshops designed for this purpose. By the end of the reporting period, 12 new, second-generation collectivities are receiving similar assistance in varying stages of progress.

As detailed descriptions of all activities are provided in quarterly progress reports and numerous documents prepared in conjunction with each individual activity, this section of the annual report will summarize the year's major achievements by 1) regrouping sets of similar activities implemented in a number of different localities and 2) listing the major accomplishments in each of the first-generation collectivities. The two are not mutually exclusive, but provide a good overall picture of the activities undertaken and outcomes produced.

A complete listing of documents and media products is provided in Annex 9. Readers interested in obtaining more information on particular areas or specific localities are encouraged to request copies of these documents. Quarterly reports also provide a complete list of workshops held during each reporting period. For the year 2001, 156 workshops were organized under DGL Felo auspices involving 7,800 participants from a wide variety of professional and socio-economic backgrounds.

1) Major DGL Felo Activities in 2001

- Design, pilot testing, training of trainers and delivery of five technical assistance and training modules to increase the capacity of local actors and institutions: 1) leadership and group communication (Kolda, Thilogne, Méckhé, Nguékhokh), 2) project planning and implementation (Kothiary), 3) planning and administrative management for CBOs (Saré Bidji), 4) transferred competencies in decentralized health services (Sinthiang Coundara), and

5) transferred competencies in decentralized natural resource management (Dialacoto, Mampatim, Diass);

- Organization of revenue mobilization workshops in all 25 first and second-generation collectivities;
- Preparation of comprehensive local finance analyses and resource mobilization action plans involving local officials and agents of the central government and provision of follow-on technical assistance for plan implementation in all 13 first-generation partner collectivities;
- Provision of technical assistance in 13 first-generation collectivities for preparation of budget reports and their presentation to council members and citizens;
- Initiation of multi-phase case study designed to improve resource mobilization and management of the Diaobé market (CR Kounkané) and to serve as a model for similar work in other localities;
- Organization of 3 regional training workshops on budget management and control, and to improve communication and coordination among municipal and rural community officials and local and central government finance agents;
- Organization of 4 workshops in partner collectivities to identify mechanisms for communication and information dissemination among different groups within the community;
- Training of 90 facilitators (regional government agents, consultants, representatives of resource organizations and technical working group members) in Advanced Participation Methods (APM) including 19 in a training of trainers session;
- Training of 23 facilitators from Kolda region in APM and alternative dispute resolution;
- Restitution of Pata case study in a two-day workshop involving local citizens and their community-based organizations, local elected officials, administrative and technical agents of the central government and NGOs, preceded by 60 smaller localized meetings for the same purpose involving approximately 5,000 people;
- Establishment of a coordinating committee (*comité de suivi*) and of 15 village level forest surveillance committees; grant to village committees of transportation and other equipment; training of village committees for NRM in Pata;
- Organization of 3 training workshops in community-based NRM;
- Organization of a workshop at Thiès involving communications and media professionals, local elected officials, CBO members and Ministry of Decentralization representatives designed to develop a system for dissemination of information on decentralization;
- Training for members of the Association of Journalists et Communicators on Decentralization in local finance;
- Organization of zone strategic planning workshops, identification of priority activities and establishment of technical working groups in each of 12 newly selected (second-generation) collectivities;

- Preparation, production, broadcasting and dissemination of fifteen radio and television skits and spots in national languages on decentralization to improve citizens' understanding of the legal and policy framework for local governance;
- Organization of an official launching ceremony for the program of dissemination of texts related to decentralization;
- Preparation, publication and distribution of 3,000 copies of the magazine *Echos des Collectivités Locales*;
- Preparation and publication in the national press of articles reporting on good governance practices from the perspective of local actors;
- Preparation and dissemination of an illustrated manual in French, Pulaar and Wolof on decentralization and community natural resource management and initiation of a similar manual for decentralized community health services;
- Preparation of a policy analysis and case study of natural resource management (fisheries) in Kayar (CR Diender Guedj) and restitution to concerned local actors;
- Preparation of a policy analysis paper on the organization and system for civil registry;
- Provision of technical assistance and financial support to a national consultative workshop for the 10 *Agences Régionales de Développement*;
- Funding of two studies proposed by the ARDs of Saint Louis and Thiès regarding local development planning and resolution of legal disputes involving local collectivities;
- Organization of six department level workshops for health sector cadres, administrative agents of the central government, local officials, and representatives of the DGL Felo technical working groups, local health committees and CBOs to prepare a consultative framework, communications strategy and action plan;
- Award of 16 local incentive grants to various partner collectivities and organizations (see Annex 6);
- Set targets for KIR indicators, defined IR indicators, prepared Performance Monitoring Plan, collected baseline data for KIR and IR indicators in 12 new partner collectivities, collected baseline and performance data for contractor results, IR and KIR indicators in first-generation 13 collectivities.

2) Major Accomplishments in Partner Collectivities

The following table lists the major accomplishments in each of the program's 13 first-generation partner collectivities. Although DGL Felo staff and outside technical resources are made available to facilitate activities and provide technical input, no activities are undertaken without full participation, ownership and responsibility of local actors. Independent action by local actors is an absolute requirement of continued provision of program resources and priority activities are structured in such a way as to clearly place this responsibility on them.

It should be recognized that numerous meetings bringing together various local actors, from both within the community as well as from the outside (technical and administrative services of the central government) accompany each of these accomplishments. These group consultations that provide

information and solicit the contributions of a variety of stakeholders are a critical part of the social mobilization process necessary to improve local governance and the management of services and resources. Too numerous for the purposes of this annual report, these activities are not noted in the table.

Table 1: Major Accomplishments in First-Generation Partner Collectivities

Partner Collectivities	Major Accomplishments
CR Boki-Diawé	<ul style="list-style-type: none"> Participatory diagnostic study of NRM; preparation of NRM action plan; establishment of coordinating committee; elaboration of instrument for information gathering on NRM
CR Agnam-Civol	<ul style="list-style-type: none"> Participatory diagnostic study for a credit and savings association; training in association management; preparation of statutes; production and sale of membership cards; organization of first general assembly; submission of dossier for official recognition
Commune Thilogne	<ul style="list-style-type: none"> Participatory diagnostic study of solid waste management; establishment of a Communal Sanitation Committee; design of solid waste mgt system; preparation of social marketing plan for solid waste management
CR Pété	<ul style="list-style-type: none"> Preparation and distribution of census forms and receipts for rural tax collection; preparation of action plan for increasing recovery of rural tax; training of GPFs and GIEs in sustainable agriculture, monitoring and evaluation, grant proposal preparation, financial mgt, conservation and processing and marketing of fruits and vegetables, meeting management; establishment of credit fund for 3 GPFs; research on outlets and establishment of mgt structures for marketing forestry products; establishment of mgt committees for 8 health facilities
Commune Ndioum	<ul style="list-style-type: none"> Training of GTT and CBO members in planning and management of training programs and contracting for training services; preparation of grant proposal for DGL Felo LIG funding of training plan; participatory diagnostic study and design of solid waste mgt system; preparation of social marketing plan for solid waste management
CR Sinthiang Coundara	<ul style="list-style-type: none"> Participatory analysis of agricultural credit needs; preparation of action plan; identification of ag. credit resources; organization of information day on available sources of ag credit; participatory diagnosis of community health system; preparation of plan to improve communications and the relations and operations among different actors in the health system
CR Kounkané	<ul style="list-style-type: none"> Preparation and distribution of census forms and receipts for rural tax collection; establishment of commissions to support village chiefs in rural tax recovery; participatory diagnostic study and preparation of rules governing local NRM; organization of 4 workshops to review diagnostic study on NRM; organization of community health planning workshop; participatory diagnosis of management of Diaobé market, and implementation of measures to improve tax recovery
Commune Kolda	<ul style="list-style-type: none"> Participatory diagnostic study, and design of solid waste management system; preparation and launching of social marketing plan for new waste management system; participatory diagnosis of community health system;
CR Pata	<ul style="list-style-type: none"> Formulation of action plan to promote peaceful and sustainable natural resource management; establishment of NRM monitoring committee involving PCRs of Pata and Ndorna, forestry and agricultural services, and other institutions; establishment and training of forest surveillance committee comprising 350 members; participatory diagnosis of community health system; preparation of plan to improve communications and the relations and operations among different actors in the health system

Table 1: Major Accomplishments in Partner Collectivities (*continued*)

Partner Collectivities	Major Accomplishments
CR Sessène	<ul style="list-style-type: none"> Preparation and distribution of census forms and receipts for rural tax collection; preparation of action plan for improving rural tax recovery; training of village chiefs; radio broadcasts and meetings organized by PCR to mobilize population for rural tax payment
CR Ngoundiane	<ul style="list-style-type: none"> Two community leaders trained in management of health mutual; organization of workshop for community health planning
CR Diender-Guedj	<ul style="list-style-type: none"> Participatory diagnostic study of solid waste management; elections of health committee members; establishment of mgt committees for all health facilities; organization of an exchange visit for delegation from Sinthiang Coundara examining management of health services and facilities; computer training for CR staff members and CBO leaders
Commune Méckhé	<ul style="list-style-type: none"> Household survey and mapping for elaboration of solid waste management system; computer training for municipal staff and GTT members involved in survey data collection and analysis

3) Accomplishments in Second-Generation Collectivities

In May, all 12 of DGL Felo's new partner collectivities completed Zone Strategy Planning Workshops resulting in the identification of five priority strategies for improving management of services and resources and the designation of technical working groups (GTT). In June and July, the 12 new GTTs identified and planned a first *priority activity*. In September and October, all 12 collectivities organized budget forums with DGL Felo support, and charged the various participants (councilors, village chiefs, neighborhood delegates, women's groups, NGOs, etc.) with disseminating the results of the forum using the specific channels of communication available to each of them. While activity implementation is proceeding at different rates from one collectivity to another, in general the second-generation collectivities have gotten off to a much quicker start than the first group. Some notable accomplishments include the following:

- Nguékhokh commune: Organization of workshop on malaria control and sanitation; establishment of neighborhood committees; preparation of information/communication plan and program around sanitation.
- CR Diass: Two-day forum involving over 100 participants from national, regional, and local levels organized to identify strategies for managing the planned installation of an international airport in the *communauté rurale* in the best interests of the population; organization of a training in management of transferred authorities in NRM.
- CR Dialacoto: Training of councilors and CBO members in the management of transferred authorities in NRM.
- CR Kothiary: Organization of training in project planning and management.
- CR Mampatim: Training of councilors and CBO members in the management of transferred authorities in NRM; development of a detailed proposal for preventing and combating forest fires;
- CR Saré Bidji: Training of 50 CBO members and elected officials in administrative and financial management.

- Kounghoul commune : Training in participative formulation of community infrastructure projects (planned for Dec.)
- CR Mboss: Training of CBO members and elected officials in administrative and financial management (planned for Dec.).

III. Results Attained

The identification, design, implementation and monitoring and evaluation of the DGL Felo program is guided by a results framework composed of one strategic objective (SO), four key intermediate results (KIR) and twelve intermediate results (IR). Twenty-three indicators are used to measure program performance relative to the achievement of these results (see Annex 2 for a complete list of the results and indicators)¹. The initial program design defined from the outset the strategic objective, key intermediate and intermediate results including indicators for SO and KIR results. During the first year of program implementation, in relation to the pre-existing results and indicators, DGL Felo finalized the set of performance indicators in collaboration with the USAID SO2 Team, conducted baseline data collection and established annual performance targets for each indicator. To complete the performance measurement system, DGL Felo defined a set of IR indicators approved by USAID in July, 2001.

In the months following USAID approval of IR and KIR indicators, DGL Felo in collaboration with one of its local subcontractors, Ingésahel, proceeded with the collection of baseline and performance data in first-generation (13) target collectivities and in second-generation (12) newly selected collectivities. The data is presented in several documents produced as a result of this effort.² To summarize, at the end of the reporting period, DGL Felo has collected baseline data for all twenty-three indicators in all 25 first and second-generation collectivities and performance data (2000 and 2001) for the 13 first-generation collectivities. With baseline data for the 12 second-generation collectivities now in hand, the next task will consist of establishing performance targets for these zones.

The SO2 and DGL Felo results framework provide a constant source of orientation and focus to ensure that program resources are allocated to the achievement of specific outcomes. The significant volume of data on results indicators now available for the initial set of 13 partner collectivities is a basis on which program performance, i.e. progress toward results achievement, can begin to be measured. In some cases program interventions produce more or less immediate results that show up in the indicators in the same timeframe in which they are implemented. In others, results are evident only after either sustained intervention or simply the passage of time.

In addition to the quantitative data systematically collected for this purpose, qualitative data available through program implementers and local participants can also be valuable for assessing impacts of an incremental or otherwise less quantifiable nature. For this reason, the two sections of the report that follow first discuss results as measured by the set of quantifiable indicators and second summarize notable impacts of program implementation in relation to qualitative indicators of nonetheless real results.

¹ There is also a set of 10 “contractor results”, eight of which that are synonymous with KIR or IR indicators. Due to the redundancy of the contractor results with other indicators, no specific reference to them are made in this report.

² 1) *Contractor Results: Summary Presentation of Contractor Performance for FY and CY 2001*; 2) *Données de référence (1999/2000) et de performance (FY 2001, CY 2001) relative aux “Contractor Results”*, 3) *Données de Référence (1999/2000) et de Performance (FY 2001, CY 2001) Relatives aux Indicateurs RIC and RI pour les 13 Collectivités Locales de Première Génération*.

1) Analysis of Selected Performance Indicators

For the purposes of this annual report 7 indicators have been selected for specific attention and analysis. This selection was made on the basis of those indicators for which the data show either notable progress and/or for which program activities have focused a significant effort. The value of such analyses resides in options for future programmatic decisions, when and if the data demonstrate the need to improve, reorient or perhaps even abandon some current program interventions. Implications and issues revealed by the quantitative data for selected indicators and their corresponding results are discussed below. In cases where more than one indicator relate to a similar arena or program component, they have been grouped together to facilitate the discussion and avoid redundancy.

Strategic Objective 2: More effective, democratic and transparent management of services and resources in target areas.

Indicator 3: Proportion of local government units (LGU) in contractor's zones of intervention that manage their budgets according to procedures defined by Senegalese law.

Intermediate Result 2.1.1: Managerial, leadership, planning and analysis skills improved.

Indicator 1: Number of LGUs in ARD's zones of intervention that vote their budget by December 31

Indicator 2: Number of LGUs in ARD's zones of intervention in which the ratio of local revenue actually collected to revenue projected increases from one budget exercise to the next.

Intermediate Result 2.1.4: Increased accountability and transparency of local institutions.

Indicator 1: Number of LGUs in ARD's zones of intervention that held at least one forum for public discussion of the budget.

The indicators for these three results (SO2 indicator 3, RI 2.1.1. indicators 1 and 2, RI 2.1.4. indicator 1) all concern the budget process of the local collectivities. These performance measures are reflective of local collectivities' capacity to adhere to the statutes regarding budget management, forecast realistic revenue projections and involve their councils and the general public in budget review and approval. While not totally consistent among all target collectivities and across all years for which data was collected (1999, 2000, 2001), the overall trend for the four indicators shows significant improvement. In general this is the case despite the fact that 2001 data was collected in September and therefore does not cover the entire period required for a complete evaluation of annual performance.

To address these results as well as those dealing with KIR 2.2 *increased access to financial resources*, DGL Felo has conducted a series of activities in both the first and second years of the program. Public forums on the budget process involving local elected officials, representatives of community organizations and agents of the central government have been held in all target collectivities. Participants have consistently demonstrated a high level of satisfaction with these events and an increased awareness and understanding of their respective roles in the preparation and management of local government budgets. In most collectivities the forums have been followed by additional training and technical assistance to further enhance the transparency of the budget process and provide simple, practical tools for the preparation of realistic budgets that align projected revenues with expenditures. Many target collectivities have evolved from a baseline situation characterized by unilateral action by council presidents and little or no consultation with council members or the public to one in which sessions on budget orientation, public review and formal council approval are practiced. This represents notable progress toward more democratic, transparent and accountable management of public resources.

Key Intermediate Result 2.2: Increased access to financial resources.

Indicator 1: Proportion of LGUs in contractor zones of intervention that increase local revenue generation.

As shown in the recent data on SO2 results indicators, the percentages of DGL Felo targeted collectivities that increased local revenue generation rose between 1999 and 2000. Although the numbers for the year 2001 budget reflect only 2/3 of the entire budget year (January – August 2001), the proportion has effectively decreased. Therefore, the definitive result for the 2001 budget year cannot be realistically ascertained at this time. Nonetheless, with the success of the other process-oriented indicators related to local finance discussed above, one would ask, why hasn't there been more notable progress in the most important result of actually increasing the amount of financial resources available to local collectivities. The answers to this question are complex, but merit analysis, as they are critical to the achievement of this important result.

DGL Felo focuses its support on the different levels of collectivity and the variety of community-based organizations and actors implicated in local governance. The program also attempts to systematically involve agents of the central government that play important functional and support roles in relation to the collectivities and without which the latter cannot fulfill their mandates. This is particularly true in the case of financial resource mobilization.

The budget forums and other DGL Felo supported activities are designed to improve the understanding of local councilors and other local actors as to the respective roles and responsibilities assigned by law to local government officials and to central government cadres at the national, regional and departmental levels. As previously discussed, these highly successful activities have to date accomplished just that, and have given new meaning and importance to the budget process and local financial resources as a tool for development. What has been understated or left unsaid and not reflected in the results indicator data, is the structural limitation posed by the existing legal provisions and the notable absence of incentives for those agents of the central government to act on behalf of local collectivities in the generation of financial resources. Not only does the current system for revenue collection and administration lack effective incentives for individual performance, it provides perverse incentives that encourage rent seeking and mismanagement among certain actors, particularly those belonging to the cadre of the national government.

Recognition of these structural and policy constraints to improved local resource mobilization are by no means a new revelation. A series of reforms of the systems for local fiscal management were proposed following a long diagnostic study conducted over several years under Canadian sponsorship. It is discouraging to note that none of these reforms have been acted upon. The most pertinent question remains the degree to which increased access to financial resources can be achieved in the absence of these fundamental changes. DGL Felo has adopted a strategy focused on increased understanding of the existing system and legal provisions by those local collectivity officials responsible for resource mobilization, and on improving the relations between them and agents of the central administration who play a critical role in the collection and management of local revenues. Whether or not this strategy will prove sufficient to improve the financial position of local collectivities in the short run and in the long run to catalyze momentum for needed reforms is an issue requiring further reflection.

Intermediate Result 2.1.2: Increased access to good information.

Indicator 1: Number of LGUs in ARD's zones of intervention that put in place at least one results tracking system regarding the management of a service or resource.

The indicator for this intermediate result has shown modest improvement over the past year. The data demonstrate a strong linkage to program sponsored activities beginning with the identification of priority arenas by a diverse set of local actors during the Zone Strategy Planning Workshops. In a

number of cases, the first activity to receive technical support from DGL Felo has been a diagnostic study of a priority service undertaken by the Technical Working Groups (TWG) to refine their understanding of the issues and problems facing effective service provision. Based on this initial step, TWGs have proceeded to develop action plans to address the issues. An integral part of the process has been the restitution (i.e. sharing of information) with a wide range of actors within the community, thereby creating ownership and motivation to participate in action plan implementation. The process of diagnostic study - action planning – restitution – action plan implementation has been carried out in the areas of health, natural resources management, solid waste management and tax collection.

Key Intermediate Result 2.3: Increased popular participation in the management and oversight of public affairs.

Indicator 1: Number of consultations of local citizen groups in decision-making by LGUs in contractor's zones of intervention.

The data for this indicator shows a marked increase in citizen participation in local decision-making through consultative processes across all regions and for a large variety of public concerns including the local budget, developing planning, educational and health infrastructure, public health, sports and culture, and environmental protection. Many of the consultations noted in the survey were those organized with the assistance of DGL Felo. However, it is increasingly apparent that local officials are initiating more consultative processes with the public as a result of their recognition of the value of stakeholder participation in terms of technical input, motivation and commitment, as well as for their own legitimacy and political capital. On the other side, the program-sponsored events are a catalyst, creating new demand by citizen groups to participate in important decision-making processes and for more accountability and transparency in the management of public resources. It is anticipated that the combined forces of supply and demand for popular participation will continue to impact positively on this indicator.

2) *Qualitative Indicators of Results in Target Collectivities*

This section of the annual report deals with a variety of results that have been achieved over the twenty odd months since project inception and particularly during 2001 that are not necessarily captured by the formal indicators of the performance monitoring plan. In many instances, various actors in DGL Felo partner collectivities have remarked on their new understanding of roles, responsibilities and institutional relationships under decentralized governance, and have begun to take action to improve communications and to provide and receive information, and tackle issues important to the community. In several cases, moribund collectivity councils have been revitalized and the relationships between elected officials and citizens changed, as a result of simply taking on the responsibility for organizing program activities. Establishment of new organizations, structures and mechanisms for consultation involving a wide range of stakeholders, as well as better collaboration between collectivities and their central government counterparts are other concrete results seen in many locations. Furthermore, there is recognition by local actors that these tools of good governance are enabling them to mobilize resources and take steps to address a variety of problems within their communities.

The following table summarizes some of the qualitative indicators of program impact observed on the ground. Many of them can be considered as incremental achievements that with further progress will lead to more measurable and sustainable impacts. They are presented in relation to SO2's four key intermediate results and also divided among natural resource management, health and financial resource mobilization, some of the major technical areas in which DGL Felo has provided assistance. Examples of these results are also provided in mini case studies or vignettes describing particular circumstances and events.

Table 2: Summary of Qualitative Results Indicators in Partner Collectivities

Activity Arenas	KIR 2.1 Capacity of Local Institutions	KIR 2.2 Financial Resources	KIR 2.3 Popular Participation	KIR 2.4 Decentralization Policy
General	<ul style="list-style-type: none"> Organization and mgt of meetings and events Action planning Problem identification and diagnostic studies Advanced participation methods Information mgt Leadership 	<ul style="list-style-type: none"> New sources and means to increase local resource mobilization Increased transparency of budget process Budget decisions influenced by citizens Better collaboration between collectivities and State financial services 	<ul style="list-style-type: none"> Widening of actors involved in public debate Mobilization and voluntary engagement of CBOs, NGOs and State agents for collectivity initiatives Improved availability and dissemination of information on collectivity affairs 	<ul style="list-style-type: none"> Legally prescribed budget process better understood and respected Improved understanding of powers, functions and responsibilities under decentralization law
NRM	<ul style="list-style-type: none"> Conflict mgt and resolution Forest fire prevention and mgt Elaboration of code of conduct (mgt rules ?) Organization of forest surveillance structure and system 	<ul style="list-style-type: none"> Improved understanding of forest products as revenue sources 	<ul style="list-style-type: none"> NRM mgt rules prepared in collaboration with elected officials, CBOs and State agents 	<ul style="list-style-type: none"> Improved understanding of decentralized powers in NRM and role of Nat'l Forest Service
Health	<ul style="list-style-type: none"> Elected officials and CBOs analyze health system and better understand problems 	<ul style="list-style-type: none"> Health committee revenues increased 	<ul style="list-style-type: none"> Officials and citizens demand accountability from health committees and participation in health planning 	<ul style="list-style-type: none"> Improved understanding of roles and responsibilities of collectivities and State health services under decentralization Improved working relations between collectivities and health districts Establishment of health management committees Improved understanding by elected officials of operations of the <i>fonds de dotation</i>

Table 2: Summary of Qualitative Results Indicators in Partner Collectivities (*continued*)

Activity Arenas	KIR 2.1 Capacity of Local Institutions	KIR 2.2 Financial Resources	KIR 2.3 Popular Participation	KIR 2.4 Decentralization Policy
Financial Resource Mobilization	<ul style="list-style-type: none"> ▪ Organization, mgt and operations of credit and savings institutions ▪ Mgt information instruments and skills (household census for preparation of tax lists) ▪ Inventory of ag credit institutions ▪ Collectivity officials study operations and revenue problems in local market 	<ul style="list-style-type: none"> ▪ OCB access to ag credit ▪ (see General above) 	<ul style="list-style-type: none"> ▪ Citizens better understand budget and resource mobilization processes and linkages ▪ Local councils more willing to share budget information with citizens 	<ul style="list-style-type: none"> ▪ Improved relations between State tax collectors and local officials ▪ Councilors vote on budget and citizens observe budget session of council

IV. Prospective Implementation Issues and Strategies

A complex and challenging program such as DGL Felo where fundamental changes in governance arrangements and the behavior of a broad range of actors is sought requires continual reflection, strategic thinking and innovation. As the program moves into the third year of implementation and the development of the 2002 Annual Work Plan, it is critical to focus on a number of issues that condition the future success of the program, its ability to meet the challenges of rapid expansion to new locations and above all to achieve the anticipated results. The following discussion is intended to raise (as opposed to resolve) several of these issues to ensure their inclusion on the agenda for the preparation of the upcoming 2002 work planning exercise.

1) Program Costs

The experience of implementing generic and priority activities in first-generation partner collectivities has provided important lessons to improve efficiency and effectiveness of technical assistance and training “packages” available to subsequent generations. These lessons have already been put in practice and are proving their effectiveness, particularly as relates to the time requirements for providing the package. Although DGL Felo management continues to monitor and refine implementation modalities to continually improve on the efficiency of field operations, particular attention needs to be given to the cost of operations. A data base has been developed that will array program expenditures under a number of different parameters, including costs related to specific collectivities. Recognizing that some degree of distortion will result from using costs for first-generation collectivities as a norm due to start-up and development requirements, it will still be valuable to assess the unit costs for partner collectivities of the typical technical assistance and training packages. This data will be key to decisions regarding the number of new collectivities that can be integrated into the program, to the components of the technical assistance and training packages offered and to developing new approaches to reduce costs while maintaining the quality of services and level of results.

2) Use of Technical Assistance Resources from Partner Collectivities

Beginning with the 2002 Work Plan development, DGL Felo staff will develop a strategy and practical modalities to use officials and other actors from the first and second-generation partner collectivities to provide some of the technical assistance heretofore furnished by program staff and consultants. Peer to peer learning has proven very effective in a variety of program areas and environments. ARD has used exchanges among local governments and outstanding individuals from their ranks as providers of technical assistance in other countries and found this formula to produce significant results for both parties involved in the exchange. There are also potential short-term benefits for program implementation in terms of cost savings and longer-term benefits in terms of institutionalizing sharing arrangements and mutual support among local collectivities.

3) Technical Assistance and Training Voucher System

There is a significant administrative burden on DGL Felo management to carry out the myriad tasks required to provide consulting services to partner collectivities. Faced with a major and rapid expansion of target local government units under the GOLD project in the Philippines, ARD developed and instituted a system of vouchers that placed much of this administrative burden for procuring the managing technical assistance on the local governments themselves. Admittedly, this was instituted in an extension period of the project after five years of cumulative experience with a core set of local government units. Nonetheless, the principles are sound and could be instituted in Senegal on an experimental basis during the coming year.

Under a voucher system, partner collectivities having been selected for DGL Felo assistance and having a proven track record of implementing reforms and applying the skills acquired during the initial phases of support, would receive a commitment from DGL Felo to pay for pre-determined types of technical assistance and training under a set of prescribed conditions and procedures. The value of the vouchers would be determined by means of a cost analysis of the consulting services rendered to collectivities thus far. Collectivities having received such vouchers would be required to follow a series of steps and approvals from DGL Felo including the identification of services in a participatory manner, preparation of well-prepared terms of reference, a framework for monitoring and evaluation of activities and results, competitive procurement of services, submission of reports and payment authorizations. The activities themselves would be monitored by DGL Felo staff according to pre determined benchmarks and payments to consultants and resource organizations made directly by ARD.

Such a system could be pilot-tested during 2002 and pending evaluation and positive outcomes could be generalized in 2003. Ultimately, these arrangements would place more responsibility on the partner collectivities for achieving results, lessen the administrative burden on DGL Felo and lay the foundations for sustainable supply and demand of technical services for local collectivities. If proven effective, and with the availability of additional financial resources the system could be used to extend the provision of technical assistance and training to the many collectivities not directly involved in the DGL Felo program.

4) Development of New Technical Assistance and Training Modules

In response to the priority areas most frequently identified by first-generation partner collectivities, DGL Felo has now developed 5 technical assistance and training modules. Although still “works in progress” that will be improved upon and refined over time, there remains the question of whether the continued use of program resources should be allocated to develop new modules. This question will be addressed during the preparation of the 2002 Work Plan. However, a related question also merits reflection. Should DGL Felo be focusing effort and resources on building capacity within appropriate institutions in Senegal to design technical assistance and training materials specifically targeted to the content and learning needs of local collectivities?

The systematic review of pre-existing materials as the starting point for developing DGL Felo materials has shown a notable absence of well-conceived training materials that employ interactive, participatory approaches, practical applications and the principles of adult learning. For long-term sustainable provision of effective support services to local collectivities, this capacity to design and deliver effective training and technical assistance should be envisioned. This focus would constitute a departure from DGL Felo’s principal mandate as it relates to the SO2 results framework and therefore require some overall adjustment to program design. Furthermore, DGL Felo may not have a comparative advantage in working toward such an objective. Nevertheless, it is an issue that merits discussion with the USAID SO2 team and perhaps with other donors supporting decentralized governance.

5) Increasing Financial Resource Mobilization

The discussion in section III.1 above underscores the inherent difficulties faced by DGL Felo in achieving KIR 2.2, increased access to financial resources. To date, a set of assumptions have been used in this area that link improvements in the budget process, awareness of the legal provisions relating to revenue generation and the use of social marketing and management tools for revenue collection with actual increases in the amounts of money available for local collectivities. As it becomes more clear that under existing policies and entrenched practices, these results will be significantly curtailed, it is essential to devise purposeful strategies and tactics to address some of the structural impediments to increasing local financial resource mobilization.

Although the major policy reforms required to devolve revenue collection and administration to local collectivities are beyond the mandate of the current DGL Felo program, there are improvements than can be expected by working within the existing policy framework. However, more purposeful attention and focus may be required. One possible strategy would be to include a specific criterion in the selection of partner collectivities to better ensure that local officials are committed to increasing internal revenues and willing to take the necessary steps to engage the population and the central government officials to play their respective roles. This could even take the form of a quid pro quo arrangement whereby support to collectivities would be suspended if specific actions were not taken toward improving local financial resource mobilization.

6) Training of the New Cohort of Local Elected Officials

With local elections pending for May 2002, it is expected that a large number of new PCRs, mayors and councilors will take office. DGL Felo could envision devising a specific strategy and preparing appropriate materials to provide intensive training to all new officials. This should be seriously considered in light of the current program burden and the significant resources that would need to be allocated to such an endeavor. Collaboration and joint implementation with the Ministry of Decentralization and/or other ongoing programs of support to local collectivities might be an appropriate strategy for this nation-wide initiative.



Annex I

Staffing

Name	Position	EOD*
Stephen L. Reid	Chief of Party Senior Development and Management Specialist	25 Feb 00
Michael W. Kidd	Deputy Chief of Party Financial Management Specialist	14 Feb 00
Abderhamane Djiré	Popular Participation Specialist	24 Feb 00
Cheikh Abdou Lô	Public Finance Specialist	06 Mar 00
Awa Ndiaye Diouf	Decentralization Policy and Local Government Management Specialist	03 Apr 00
Babou Diouf	Community Natural Resource Management Specialist	03 Apr 00
Malamine Savané	Local Institutions Development Specialist	10 Apr 00
Massamba Dieng	Technical Assistance Coordinator	23 Oct 00
Mamadou Guèye	Administrative Assistant I	24 Feb 00
Marie Elisabeth Ndiaye	Program Assistant	11 Sep 00
Mariétou Ndiaye	Finance Assistant	01 Jun 00
Gabrielle F. Dansokho	Administrative Assistant II	01 Jun 00
Moussa Diaw	Driver	01 Jun 00
Daouda Bocoum	Driver	24 Feb 00
Daopane Ndiaye	Driver	13 Jun 00
Pape N. Ndiaye	Driver	01 Sep 01

*EOD: Entrance on duty

Annex II

Results Monitoring Plan Indicators – DGL Felo

Strategic Objective No. 2	
More effective, democratic and accountable local management of services and resources in targeted areas	
<i>Indicator 3</i>	Proportion of local Government units (LGUs) in contractor's zones of intervention that manage their budgets according to procedures defined by Senegalese law.
KIR 2.1 – Increased capacity of local institutions	
<i>Indicator 1</i>	Number of LGUs in the contractor's zones of intervention that implement their local development plan.
<i>Indicator 2</i>	Number of local grassroots organizations working with the contractor (in the contractor's zones of intervention) that maintain accurate financial records.
IR 2.1.1 – Managerial, leadership, planning and analysis skills improved	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that vote their budgets by December 31.
<i>Indicator 2</i>	Number of LGUs in ARD's zones of intervention in which the ratio of local revenue <i>actually collected</i> to local revenue " <i>projected</i> ", increases from one budget exercise to the next.
<i>Indicator 3</i>	Number of CBOs in ARD's zones of intervention that undertook at least one activity of community interest, jointly with LGUs.
IR 2.1.2 – Increased access to good information	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that put in place at least one results tracking system regarding the management of a service or resource.
IR 2.1.3 – Improved systems for the transfer of information and human resources from national to local level	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention for which the <i>percepteur</i> provided at least one monthly financial statement per quarter to the Council during the fiscal year.
IR 2.1.4 – Increased accountability and transparency of local institutions	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that held at least one forum for public discussion of the budget.
<i>Indicator 2</i>	Number of public facility management committees in ARD's zones of intervention which prepare an annual report of their operations.
KIR 2.2 – Increased access to financial resources	
<i>Indicator 1</i>	Proportion of LGUs in contractor zones of intervention that increase local revenue generation.
IR 2.2.1 – Improved systems for transfer of funds from national to local level	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that obtained accurate information on central government health fund transfers.

Annex II

Results Monitoring Plan Indicators – DGL Felo (*continued*)

KIR 2.2 – Increased access to financial resources (<i>continued</i>)	
IR 2.2.2 – Improved management and enforcement of tax collection process/procedure	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that increase revenues from local taxes.
<i>Indicator 2</i>	Number of LGUs in ARD's zones of intervention that have updated at least one tax roll during the fiscal year.
<i>Indicator 3</i>	Number of LGUs that issued <i>titres de recettes</i> for the recovery of local taxes.
IR 2.2.3 – Improved implementation of policy and legal framework aimed at increasing local government authority to raise revenues	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that passed at least one deliberation instituting one new source of fiscal revenues during the year.
KIR 2.3 – Increased popular participation in the management and oversight of local affairs	
<i>Indicator 1</i>	Number of consultations of local citizen groups in decision-making by LGUs in contractor's zones of intervention.
IR 2.3.1 – Multiple and regular channels of citizen access to information established	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that used at least three different means to disseminate information to the general public on budgets, plans, major decisions, etc.
IR 2.3.2 – Better informed and strengthened local development groups concerned with good governance	
<i>Indicator 1</i>	Number of local collectivities in ARD's zones of intervention in which CBOs formally call upon the council to account for its actions in the management of local affairs.
IR 2.3.3 – Democratic process for electing local leaders improved	
<i>Indicator 1</i>	Proportion of health committees in ARD's zones of intervention that held elections to renew membership within prescribed timeframes.
KIR 2.4 – More effective implementation of policies and regulations related to decentralization	
<i>Indicator 1</i>	Number of decentralization-related implementation decrees issued.
<i>Indicator 2</i>	Number of issued decentralization-related laws, decrees and regulatory texts disseminated in contractor's zones of intervention.
IR 2.4.1 – Better coordination among levels of local government	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that participated in at least one consultative group involving different LGUs, to address issues of common concern.
IR 2.4.2 – Increased understanding of decentralization policies and related legislation	
<i>Indicator 1</i>	Number of LGUs in ARD's zones of intervention that organize at least one information sharing event on decentralization with the participation of elected officials and CBOs.

Annex III

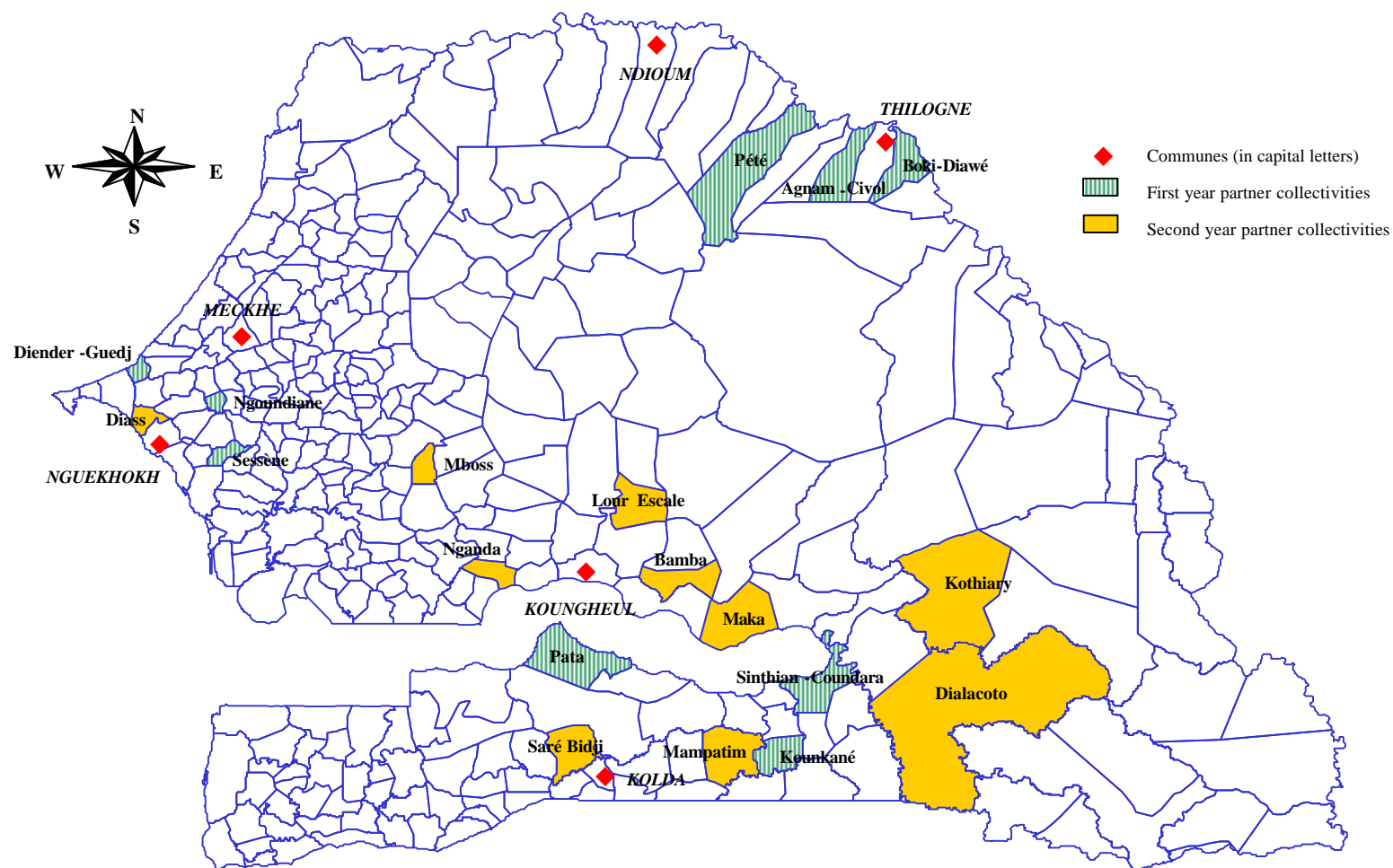
Target Zones Year 2001

Region / Collectivity	Year	Department	Arrondissement
<i>Saint-Louis</i>			
CR Boki Diawé	1	Matam	Ogo
CR Agnams	1	Matam	Agnam-Civol
CR Pété	1	Podor	Saldé
Commune Thilogne	1	Matam	-
Commune Ndioum	1	Podor	-
<i>Kolda</i>			
CR Sinthiang Coundara	1	Vélingara	Bonconto
CR Kounkané	1	Vélingara	Kounkané
CR Pata	1	Kolda	Médina Yoro Foulah
CR Mampatim	2	Kolda	Dabo
CR Saré Bidji	2	Kolda	Dioulacoulon
Commune Kolda	1	Kolda	-
<i>Thiès</i>			
CR Sessène	1	Mbour	Sessène
CR Ngoundiane	1	Thiès	Thiénaba
CR Diender Guédj	1	Thiès	Keur Moussa
CR Diass	2	Mbour	Sindia
Commune Méckhé	1	Tivaouane	-
Commune Nguékhokh	2	Mbour	-
<i>Kaolack</i>			
CR Lour Escale	2	Kaffrine	Maka Yop
CR Mboss	2	Kaffrine	Birkilane
CR Nganda	2	Kaffrine	Nganda
Commune Kougheul	2	Kaffrine	-
<i>Tambacounda</i>			
CR Dialacoto	2	Tambacounda	Missirah
CR Maka	2	Tambacounda	Makacoulibantan
CR Bamba	2	Tambacounda	Koupentoum
CR Kothiary	2	Bakel	Bala

Year 1 collectivities since May 2000

Year 2 collectivities since May 2001

Annex IV – Map of Target Zones



Annex V

Summary of DGL Felo Supported Activities in Partner Collectivities

Région	Collectivité	Gén*	Activités génériques 2001	Principales activités
Saint-Louis Thiès, Kolda	CLs de 2000	1	Mobilisation des ressources financières	- Atelier régional (3) - Assistance technique aux CLs (13)
Saint-Louis Thiès Kolda	Ndioum Diender, Sessène Kounkané, Sinthiang Coundara	1	Mise en place de mécanismes d'information et mobilisation sociale autour des finances locales.	- Atelier et assistance technique aux groupes de réflexion (5)
Saint-Louis Thiès	Thilogne Diender, Sessène	1	Préparation du compte administratif et du rapport d'exécution du budget	- AT aux CLs (3)
Saint-Louis Thiès Kolda	CLs de 2000	1	Concertation entre acteurs concernés par la gestion de la santé en tant que compétence transférée	- Atelier départemental de concertation sur la santé (6)
Thiès Kolda Kaolack	CLs de 2001	2	Elaboration de plans de stratégie pour une meilleure gestion des services et ressources	- Atelier de planification de stratégie dans 12 CLs de 2001
Thiès, Kolda Kaolack Tambacounda	CLs de 2001	2	Forum sur le budget et élaboration de plan d'action	- Atelier dans les CLs de 2001 (12)
Thiès, Kolda Kaolack Tambacounda	CLs de 2001	2	Appui aux collectivités pour l'élaboration du budget 2002	- Assistance technique aux CLs de 2001 (12)
Saint-Louis Thiès Kolda	Thilogne, Ndioum Nguékhokh Kolda	1, 2	Formation des acteurs locaux en leadership et communication	- Atelier de formation (4)

*Generation: Year 1; Year 2

Annex V

Summary of DGL Felo Supported Activities in Partner Collectivities (*continued*)

Région	Collectivité	Gén*	Activités <i>prioritaires</i> 2001	Principales activités
Saint-Louis	Agnams	1	Mise en place d'une mutuelle d'épargne et de crédit pour les femmes	<ul style="list-style-type: none"> - Formation des membres du comité provisoire - Tenue de l'assemblée générale et mise en place des organes de gestion et de contrôle de la mutuelle
	Boki Diawé	1	Mise en place d'un cadre de concertation et de coordination pour la gestion des ressources naturelles	<ul style="list-style-type: none"> - Atelier de concertation de tous les acteurs concernés - Mise sur pied du groupe de concertation de la GRN
	Ndioum	1	Formation en élaboration et gestion de programme de formation	<ul style="list-style-type: none"> - Evaluation des besoins de formation des acteurs locaux (conseil, GTT, OCBs) pour la gestion d'un programme de formation - Formation des acteurs locaux; élaboration des outils de gestion et d'un plan de formation des acteurs locaux
			Amélioration du système d'assainissement de la commune	<ul style="list-style-type: none"> - Etude diagnostique - Elaboration d'un projet de gestion durable des ordures ménagères - Elaboration d'un plan de communication
			Planification locale sur la gestion de la compétence santé	<ul style="list-style-type: none"> - Atelier de concertation entre acteurs locaux impliqués dans la gestion de la santé
	Pété	1	Promotion des activités génératrices de revenus (embouche ovine et maraîchage)	<ul style="list-style-type: none"> - Identification des OCBs (GPFs et GIEs) et sensibilisation - Elaboration des modules de formation - Formation des acteurs locaux et mise en place du fonds de crédit pour les OCBs bénéficiaires
			Organisation de la collecte et de la commercialisation des produits forestiers	<ul style="list-style-type: none"> - Identification et organisation des associations villageoises - Formation des acteurs - Voyage d'étude pour la commercialisation des produits forestiers
			Organisation de forum sur la mobilisation de la taxe rurale	<ul style="list-style-type: none"> - Elaboration de fiches de recensement - Rencontre entre les acteurs locaux (PCR, s/préfet, perceuteur, chef de CERP) pour faire l'état des lieux - Forum sur la taxe rurale; sensibilisation

Annex V

Summary of DGL Felo Supported Activities in Partner Collectivities (*continued*)

Région	Collectivité	Gén*	Activités <i>prioritaires</i> 2001	Principales activités
Saint-Louis	Pété	1	Concertation locale sur la gestion de la compétence santé	- Atelier de concertation entre acteurs locaux impliqués dans la gestion de la santé
			Organisation d'un week-end culturel sur la décentralisation	- Dissémination des textes de la décentralisation par le biais d'une communication de proximité
	Thilogne	1	Amélioration du système d'assainissement de la commune	- Etude diagnostique - Elaboration d'un projet de gestion durable des ordures ménagères - Elaboration d'un plan de communication
	Rég. de Saint-Louis	1	Appui à la concertation nationale des ARDs	- Atelier national de concertation entre les ARDs et les autres parties prenantes (DCL, administration, presse, bailleurs de fonds) - Elaboration de plan d'action
			Appui à l'ARD de Saint Louis pour l'harmonisation de l'élaboration des plans locaux de développement (PLD)	- Atelier d'échange avec les acteurs du développement pour l'harmonisation du processus et des outils d'élaboration des PLD
Thiès	Diass	2	Formation des acteurs locaux en gestion de la compétence transférée « Environnement et Gestion des Ressources Naturelles »	- Atelier de formation
			Forum d'échanges des acteurs sur l'aéroport international de Diass	- Forum sur les implications de la construction du nouvel aéroport - Elaboration d'un plan d'action
	Diender	1	Amélioration du système d'assainissement des villages de la communauté rurale	- Etude diagnostique sur la gestion des ordures dans 5 villages tests - Restitution de l'enquête diagnostic et élaboration d'une méthodologie pour la conception d'un nouveau système de gestion des ordures
			Planification locale sur la gestion de la compétence santé	- Atelier de concertation entre acteurs locaux impliqués dans la gestion de la santé - Renouvellement des comités de santé - Installation des comités de gestion
			Mission d'analyse politique sur l'état civil	- Etude de cas sur le fonctionnement de l'état civil

Annex V

Summary of DGL Felo Supported Activities in Partner Collectivities (*continued*)

Région	Collectivité	Gén*	Activités <i>prioritaires</i> 2001	Principales activités
Thiès	Méckhé	1	Amélioration du système d'assainissement de la commune	<ul style="list-style-type: none"> - Etude diagnostique et enquête auprès des ménages - Formation en informatique des agents municipaux et des membres du GTT impliqués
	Ngoundiane	1	Mise en place d'une mutuelle de santé	<ul style="list-style-type: none"> - Formation de deux membres du GTT - Mise en place du comité provisoire - Elaboration de projets de statuts et règlement intérieur
			Planification locale sur la gestion de la compétence santé	<ul style="list-style-type: none"> - Atelier de concertation entre acteurs locaux impliqués dans la gestion de la santé
	Nguékhokh	2	Amélioration du système d'assainissement et lutte contre le paludisme	<ul style="list-style-type: none"> - Etude diagnostique et sensibilisation - Atelier d'information des acteurs locaux - Elaboration d'un programme d'IEC - Installation des comités de salubrité de quartier
	Sessène	1	Organisation de forum sur la mobilisation de la taxe rurale	<ul style="list-style-type: none"> - Elaboration de fiches de recensement - Rencontre entre les acteurs locaux (PCR, s/préfet, perceuteur, chef de CERP) pour faire l'état des lieux - Forum sur la taxe rurale et sensibilisation
	Région de Thiès	1	Appui à l'ARD de Thiès pour une série d'études portant sur les litiges ayant une incidence sur le budget de certaines CLs de la région	<ul style="list-style-type: none"> - Des études auprès des collectivités concernées - Elaboration de recommandations et restitution des résultats des études

Annex V

Summary of DGL Felo Supported Activities in Partner Collectivities (*continued*)

Région	Collectivité	Gén*	Activités <i>prioritaires</i> 2001	Principales activités
Kolda	Kolda	1	Renforcement des moyens de collecte, d'évacuation et de traitement des ordures ménagères	<ul style="list-style-type: none"> - Etude diagnostique de la gestion des ordures - Elaboration et restitution d'un avant projet de nouveau système de gestion des ordures - Mise en place et animation des comités de salubrité dans les quartiers - Elaboration d'un plan stratégique de communication pour le projet de gestion des ordures
			Assistance à la commune de Kolda pour le développement des systèmes de santé communautaire	<ul style="list-style-type: none"> - Diagnostic situationnel sur l'organisation e le fonctionnement du système de santé communautaire - Elaboration d'un plan d'action et d'un plan de communication, restitués aux acteurs
	Kouankané	1	Implication des populations dans la gestion des ressources naturelles (GRN)	<ul style="list-style-type: none"> - Ateliers de diagnostic et de planification dans les quatre zones sur la GRN - Séminaire de synthèse des quatre ateliers pour élaborer les modalités de mise en œuvre des stratégies et du plan d'implication retenu
			Accroissement des ressources de la collectivité locale par une meilleure gestion des marchés : Etude du cas du marché de Diaobé.	<ul style="list-style-type: none"> - Etude diagnostique du marché - Assistance technique pour identifier et exploiter les potentialités de génération de revenus pour la communauté rurale
	Mampatim	2	Formation des acteurs locaux en gestion de la compétence transférée « Environnement et Gestion des Ressources Naturelles »	<ul style="list-style-type: none"> - Atelier de formation et amélioration du module

Annex V

Summary of DGL Felo Supported Activities in Partner Collectivities (*continued*)

Région	Collectivité	Gén*	Activités <i>prioritaires</i> 2001	Principales activités
Kolda	Pata	1	Assistance à la communauté rurale de Pata pour le développement des systèmes de santé communautaire	<ul style="list-style-type: none"> - Diagnostic situationnel sur l'organisation e le fonctionnement du système de santé communautaire - Elaboration d'un plan d'action et d'un plan de communication, restitués aux acteurs
			Décentralisation et gestion des ressources naturelles dans les forêts de Pata pour la résolution des conflits	<ul style="list-style-type: none"> - Mise sur pied d'un cadre de concertation et d'un comité de suivi - Equipement et formation des comités de surveillance dans les thèmes retenus et élaboration d'un code de conduite - Formation en gestion du matériel
	Saré Bidji	2	Formation des acteurs locaux de la communauté rurale de Saré Bidji en « Gestion Administrative et Financière des OCBs »	<ul style="list-style-type: none"> - Atelier de formation et amélioration du module
	Sinthiang Coundara	1	Assistance à la communauté rurale pour le développement des systèmes de santé communautaire	<ul style="list-style-type: none"> - Diagnostic sur l'organisation et le fonctionnement du système de santé communautaire - Elaboration d'un plan d'action et d'un plan de communication, restitués aux acteurs - Organisation d'une journée d'étude et d'un voyage d'étude dans une autre collectivité - Atelier de formation sur les rôles et responsabilités des acteurs impliqués dans la gestion de la santé
			Création d'un système de crédit pour faciliter l'accès au matériel agricole et aux intrants.	<ul style="list-style-type: none"> - Etablissement de l'état des lieux et concertation avec les structures de financement - Tenue d'une journée d'information et élaboration d'un plan d'action - Démultiplication des résultats de la journée d'information

Annex V

Summary of DGL Felo Supported Activities in Partner Collectivities (*continued*)

Région	Collectivité	Gén*	Activités <i>prioritaires</i> 2001	Principales activités
Kaolack	Koungheul	2	Renforcement de la capacité de gestion des acteurs locaux	- Atelier de formation en planification et gestion de projet
	Région de Kaolack	2	Appui à l'atelier national de réflexion des ARDs sur le rôle des ARDs dans la nouvelle politique territoriale du Sénégal	- Atelier d'échange avec les acteurs régionaux et nationaux concernés par le rôle des ARDs - Elaboration de déclaration et de plan d'action
Tambacounda	Kothiary	2	Formation des acteurs locaux de la en « Planification et Gestion de Projets »	- Atelier de formation
	Dialacoto	2	Formation des acteurs locaux sur la gestion des ressources naturelles (GRN)	- Atelier de formation

Annex VI - Local Incentive Grants Awarded in 2001

Total	CFA*	USD*
	69,641,008	2,450.00

No.	Grant Title	Recipient	Period		Amount	
			Begin	End	CFA	USD
005	Centre International de Formation (OIT) - Health Mutual Training	Communauté Rurale de Ngoundiane	05-Feb-01	16-Feb-01	21,807	2,450.00
GEN	Computers and Accessories - Training	Partner Collectivities	06-Jun-01	<i>Indefinite</i>	3,180,823	
006	Computer and Accessories	Communauté Rurale de Diender Guedj	13-Aug-01	17-Aug-01	2,822,788	
007	Computer and Accessories	Commune de Méckhé	06-Aug-01	10-Aug-01	2,863,587	
008	Cultural Weekend Union des Associations de Pété	Communauté Rurale de Pété	11-May-01	16-May-01	1,325,200	
009	National action planning workshop on local governance in NRM, public services for poverty reduction	Direction d'Aménagement du Territoire	11-Jul-01	14-Jul-01	1,100,781	
010	Pata Forest Management	Communauté Rurale de Pata	14-Aug-01	<i>In progress</i>	20,791,072	
011	GTT Community Activities Mobilization Logistical Support	Communauté Rurale de Sinthiang Coundara	14-Aug-01	<i>In progress</i>	2,760,000	
012	Journalist Decentralization Network Meeting	Assoc. Journalistes et Communciateurs sur la Decent.	25-Aug-01	25-Aug-01	337,925	
013	Year 1, 2 Collectivities Office Furnishings and Supplies	Partner Collectivities 2000, 2001	04-Sep-01	<i>In progress</i>	12,500,000	
014	Journalist Local Finance Training Workshop	Assoc. Journalistes et Communciateurs sur la Decent.	27-Sep-01	29-Sep-01	5,856,975	
015	Culture Day Arrondissement of Medina Yoro Foulah	Arrondissement de Médina Yoro Foulah	28-Sep-01	01-Oct-01	85,400	
016	National Conference on the Roles of ARD and GOS Reforms	Agence Régionale de Développement Region de Kaolack	15-Oct-01	30-Oct-01	5,391,490	
017	Departmental Forum on Youth Employment	Conseil National de la Jeunesse du Senegal	25-Oct-01	31-Oct-01	545,000	
018	Conference on Regional Development Planning	Agence Régionale de Développement Region de Saint-Louis	06-Nov-01	22-Nov-01	2,248,600	
019	Forum on Local Opportunities from International Airport	Communauté de Diass	30-Oct-01	20-Nov-01	7,809,560	

**Separate payments in currencies indicated—not equivalents*

Annex VII

Program Implementing Partners

Organization	Activity
Cabinet d'Appui en Education et en Formation (CAPEF)	Partner collectivities technical assistance
Centre de Suivi Ecologique	Partner collectivities mapping
Decision Consulting (formerly CEMA)	Partner collectivities information management training
Forum pour le Développement Durable et Endogène (FODDE)	Partner collectivities technical assistance
Groupe d'Action pour le Développement Communautaire (GADEC)	Partner collectivities technical assistance
Groupe du Scorpion	Program newsletter production
Ingésahel	Program data collection
Institut de Santé et Développement (ISED)	Partner collectivities technical assistance
National Council of Negro Women (NCNW)	Partner collectivities technical assistance
Rodale Institute	Partner collectivities technical assistance
Winrock International	Partner collectivities technical assistance

Annex VIII

Consultants Level of Effort / Consultant Days

Activity	Days
<i>Development of Training / Technical Assistance Resources</i>	143
Training of Trainers: Advanced Participatory Methods	60
Training of Trainers: Leadership and Communication	46
Collectivities Site Selections	12
Training Module: Administrative and Financial Management	12
Training Module: Communication and Leadership	20
Training Module: Natural Resources Management	12
Training Module: Health, Population and Public Awareness	10
Training Module: Project Planning and Management	6
Training Module: Roles, Responsibilities Local Elected Officials (revision)	5
Training Manual Development: Zone Strategy Planning Workshops	5
Training Design: Finance Resource Mobilization	15
<i>Generic Training / Technical Assistance Support</i>	589
Zone Strategy Planning Workshops	174
Budget Forums: Second Generation Collectivities	182
Financial Resources Mobilization	125
Finance Officials Communication and Coordination	20
Consultative Budget Forum with Local Officials, Citizens, Community-based Organizations	70
GTT Meetings	18
<i>Training / Technical Assistance Support for Priority Activities</i>	619.5
Administrative, Financial Management	52
Natural Resources Management: CR Dialacoto	4
Natural Resources Management: CR Boki-Diawé	8
Natural Resources Management: CR Pata	199
Natural Resources Management: CR Mampatim	28
Waste Management Commune of Ndoum	24.5
Waste Management Commune of Thilogne	24.5
Waste Management Commune of Kolda	51
Waste Management Commune of Méckhé	1
Health: Departmental Meetings	29
Health: Collectivities Planning	39
Health: Collectivity Planning – CR Diender Guedj	1
Health: Training, Technical Assistance – CR Sinthiang Coundara	28
Health: Sanitation and Malaria Prevention – Commune Nguékhokh	3

Annex VIII

Consultants Level of Effort / Consultant Days (*continued*)

Activity	Days
Health: Training, Technical Assistance – CRs Pata, Kounkané, Sinthiang Coundara	20.5
Coordination of Collectivity Development Interventions CR Diender Guedj	3
Cultural Weekend / Discussion of Decentralization Topics – CR Pété	10
Project Planning and Management – CR Kothiary	16
Priority Activities Planning – CR Kothiary	2
Leadership and Communication Training – Commune Ndioum	18
Leadership and Communication Training – Commune Thilogne	18
Leadership and Communication Training – Commune Nguékhokh	18
Rural Tax Collection Mobilization – CR Pété	15
Savings and Credit Mutual – CR Agnam Civol	7
<i>Support for Improved Media Coverage of Decentralization</i>	58
Journalists Network Training in Local Finance and Fiscal Regulations, Operations	39
Media Exchange to Develop a Communication Strategy on Decentralization Topics	19
<i>Dissemination of Decentralization Texts</i>	50
Dramatization of Decentralization Texts	10
Decentralization Theater Production – Commune Ndioum	8
NRM Illustrated Booklet: Transferred Competencies NRM	8
Radio, Television Broadcasts Productions of Decentralization Themes	24
<i>Policy Studies</i>	141
Case Study: Inshore Fisheries - International Consultant – CR Diender Guedj	21
Case Study: Inshore Fisheries – National Consultant – CR Diender Guedj	13
Case Study: Marché Diaobé	54
Civil Society Diagnostic Study	7
CILSS / Bobo 2001 Natural Resources Management Conference Summary	16
Analysis Legal Status of Local Health Committees Services Contracting	30
<i>Program Support</i>	
Collectivities Activities Assistance	31
Research Assistance	55
Reports Editing	12
Total Consultant Days	1,758.5

Annex IX

Reports and Publications

Training Modules	Date
<i>Leadership and Communication</i>	Jul 01
<i>Administrative and Financial Management of Community Based Organizations</i>	Sep 01
<i>Project Planning and Management</i>	Sep 01
<i>Transferred Competency: Environment and Natural Resources Management</i>	Sep 01
<i>Transferred Competency: Health, Population and Public Awareness</i>	Sep 01
<i>Technical Planning and Management of Training Programs</i>	Sep 01

Manuals	Date
<i>Training in Facilitation Techniques – Level 1: Participants’ Manual – Advanced Participation Methods</i>	Jan 01
<i>Training in Facilitation Techniques – Level 2: Participants’ Manual – Advanced Participation Methods</i>	Jan 01
<i>Illustrated Manual of Transferred Competency for Natural Resources Management</i> - French Version - Oulof Version - Pulaar Version	Oct 01 Nov 01 Dec 01

Studies and Analyses	Date
<i>The Case of Local Level Management of the Inshore Fishery at Kayar: Problems and recommendations</i>	Apr 01
<i>Analysis of the Organization and Function of Public Registry Administration in DGL Felo Partner Collectivities</i>	Nov 01
<i>Summary of the Legal and Institutional Framework of Local Health Committees Services and Management</i>	Nov 01

Annex IX

Reports and Publications (*continued*)

Reports Prepared for USAID	Date
<i>Quarterly Progress Report: October – December 2000</i>	Jan 01
<i>Baseline Data Collection for Partner Collectivities and Community Based Organizations</i>	Feb 01
<i>2001 Work Plan (Revised)</i>	Mar 01
<i>Results Monitoring Plan</i>	Mar 01
<i>Quarterly Progress Report: January – March 2001</i>	Apr 01
<i>Proposed New Program Partner Collectivities for Year 2001</i>	Apr 01
<i>Quarterly Progress Report: April – June 2001</i>	Jul 01
<i>Quarterly Progress Report: July – September 2001</i>	Oct 01
<i>Baseline Data (1999 / 2000) and Performance Data (FY00, CY01) Relative to Contractor Results</i>	Oct 01
<i>Contractor Results: Summary Presentation of Contractor Performance for FY and CY 01</i>	Oct 01
<i>Baseline Data (1999 / 2000) and Performance Data (FY00, CY01) Relative to Key Intermediate and Intermediate Results for 13 Year 1 Partner Collectivities</i>	Oct 01
<i>2001 Annual Report</i>	Nov 01

Annex IX

Reports and Publications (*continued*)

Publications	Date
Video Recording: <i>2001 Budget Forums</i> <ul style="list-style-type: none"> - Commune Ndioum - Commune Thilogne - Commune Méckhé - Commune Kolda - CR Agnams - CR Boki Diawé - CR Pété - CR Diender - CR Ngoundiane - CR Sessène - CR Kounkané - CR Pata - CR Sinthiang 	Jan 01
Video Recording: <i>National Consultative and Coordination Workshop of Regional Development Agencies, Saint-Louis</i>	Mar 01
<i>Media Presentations for the Dissemination of Decentralization Texts</i>	Sep 01
<i>Echos des Collectivités Locales, Issue 1, DGL Felo Program Bulletin</i>	Sep 01
Audio Recording: <i>Media Presentations for the Dissemination of Decentralization Texts (Oulof)</i>	Sep 01
Audio Recording: <i>Media Presentations for the Dissemination of Decentralization Texts (Pulaar)</i>	Sep 01
Video Recording: <i>Dissemination of Decentralization Texts Media Campaign Launching Ceremony, 12 September 2001, Dakar</i>	Sep 01
Video Recording: <i>Conference on the Roles of Regional Development Agencies in Consideration of New Legislative Reforms Implemented by the Government of Senegal, 19 – 20 October, Kaolack</i>	Oct 01

Annex IX

Reports and Publications (*continued*)

Workshop and Technical Assistance Reports	Date
<i>Conflict Resolution and Prevention in the Decentralization and Management of the Natural Resources of the Forests of Pata, CR Pata</i>	Feb 01
<i>Experiences of DGL Felo in the Training of Local Elected Officials in the Development of Local Institutions</i>	Mar 01
<i>Meeting to Establish a Committee to Implement the Recommendations of the Pata Workshop, CR Pata</i>	Apr 01
<i>Rural Tax Forum, CR Pété</i>	Apr 01
<i>Departmental Workshops for Discussions of Health Services Coordination among Local Officials</i> <ul style="list-style-type: none"> - Matam - Podor - Mbour - Mbour - Kolda - Vélingara 	May 01
<i>Natural Resources Management Forum, CR Kounkané</i>	May 01
<i>Regional Workshops on Communication and Coordination among Officials and Organizations Participating in Natural Resources Management in Local Collectivities</i> <ul style="list-style-type: none"> - Thiès - Saint Louis - Kolda 	Jun 01
<i>Technical Assistance for the Development of Community Health Services</i> <ul style="list-style-type: none"> - Commune Kolda - CR Kounkané - CR Pata - CR Sinthiang Coundara 	Jun 01
<i>Coordination of Donor Assistance, CR Diender</i>	Jun 01
<i>Zone Strategy Planning Workshops – Year 2 Partner Collectivities</i> <p>Thiès Region</p> <ul style="list-style-type: none"> - Commune Nguékhokh - CR Diass <p>Kaolack Region</p> <ul style="list-style-type: none"> - Commune Koungeul - CR Mboss - CR Lour Escale - CR Nganda <p>Kolda Region</p> <ul style="list-style-type: none"> - CR Saré Bidji - CR Mampatim 	Jun 01

Annex IX

Reports and Publications (*continued*)

Workshop and Technical Assistance Reports	Date
<i>Zone Strategy Planning Workshops – Year 2 Partner Collectivities (continued)</i>	
Tambacounda Region <ul style="list-style-type: none"> - CR Kothiary - CR Bamba - CR Maka - CR Dialacoto 	Jun 01
<i>Study of Sustainable Household Waste Management System, Commune Kolda</i>	Jun 01
<i>Information Exchange on Financing Alternatives for the Procurement of Agricultural Supplies and Equipment, CR Sinthiang Coundara</i>	Jun 01
<i>Setting up a Household Waste Management System, CR Diender</i>	Jul 01
<i>Diaobé Market Case Study Phase I, CR Kounkané</i>	Aug 01
<i>Mobilization of Local Financial Resources and Execution of Year 2001 Budget</i> <ul style="list-style-type: none"> - Commune Kolda - CR Sinthiang Coundara - CR Pata - CR Boki Diawé - CR Thilogne - Communauté rurale des Agnams 	Aug 01
<ul style="list-style-type: none"> - CR Pété - CR Ngoundiane - CR Sessène 	Sep 01
<i>Local Health Planning Workshops</i> <ul style="list-style-type: none"> - Commune Ndioum - CR Kounkané - CR Diender - CR Ngoundiane 	Aug 01
<i>Community Sanitation Awareness and Malaria Prevention Campaign, Commune Nguékhokh</i>	Aug 01
<i>Setting up a Health Committee, CR Diender</i>	Aug 01
<i>Media Exchange to Develop a Communication Strategy on Decentralization Topics</i>	Aug 01
<i>Preliminary Study of Household Waste Management, Commune Thilogne</i>	Sep 01
<i>Preliminary Study of Household Waste Management, Commune Ndioum</i>	Sep 01
<i>Training Programs Planning and Management Techniques, Commune Ndioum</i>	Sep 01

Annex IX

Reports and Publications (*continued*)

Workshop and Technical Assistance Reports	Date
<i>Strategies for Increasing Public Awareness and Involvement in Local Budget Management</i> <ul style="list-style-type: none"> - Commune Ndioum - CR Diender - CR Ngoundiane - CR Sinthiang Coundara 	Sep 01
<i>Technical Assistance to Financial Resource Reflection Group</i> <ul style="list-style-type: none"> - Commune Ndioum - CR Diender - CR Ngoundiane - CR Sinthiang Coundara 	Sep 01
<i>Mobilization of Local Financial Resources and Execution of Year 2001 Budget Workshop Follow-up</i> <ul style="list-style-type: none"> - Commune Ndioum - Commune Thilogne - Commune Méckhé - Commune Kolda - CR Agnams - CR Sinthiang Coundara - CR Diender 	Sep 01
<i>Diaobé Market Case Study Phase II, CR Kounkané</i>	Sep 01
<i>Women's Savings and Credit Mutual General Assembly, CR Agnams</i>	Sep 01
<i>Setting up a Consultative Group for Natural Resources Management, CR Boki Diawé</i>	Oct 01
<i>Final Report on Training and Technical Assistance: Income Generating Projects, CR Pété</i>	Oct 01
<i>Planning of Public Awareness Campaign for Household Waste Management, Commune Kolda</i>	Oct 01
<i>Training in Project Planning and Management, CR Kothiary</i>	Nov 01
<i>Natural Resources Management, CR Dialacoto</i>	Nov 01
<i>Natural Resources Management, CR Mampatim</i>	Nov 01
<i>Natural Resources Management, CR Diass</i>	Nov 01

Annex IX

Reports and Publications (*continued*)

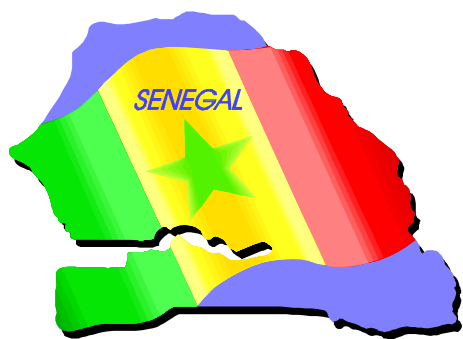
Workshop and Technical Assistance Reports	Date
<p><i>2002 Budget Forums – Year 2 Partner Collectivities</i></p> <p>Thiès Region</p> <ul style="list-style-type: none"> - Commune Nguékhokh - CR Diass <p>Kaolack Region</p> <ul style="list-style-type: none"> - Commune Koungeul - CR Mboss - CR Nganda - CR Lour Escale <p>Kolda Region</p> <ul style="list-style-type: none"> - CR Saré Bidji - CR Mampatim <p>Tambacounda Region</p> <ul style="list-style-type: none"> - CR Dialacoto - CR Bamba - CR Maka - CR Kothiary 	Nov 01
<p><i>Reflection Group Action Plan for the Mobilization of Local Financial Resources and a Communication Network to Increase Public Awareness and Involvement in Budget Management – Year 2 Partner Collectivities</i></p> <p>Thiès Region</p> <ul style="list-style-type: none"> - Commune Nguékhokh - CR Diass <p>Kaolack Region</p> <ul style="list-style-type: none"> - Commune Koungeul - CR Mboss - CR Nganda - CR Lour Escale <p>Kolda Region</p> <ul style="list-style-type: none"> - CR Saré Bidji - CR Mampatim <p>Tambacounda Region</p> <ul style="list-style-type: none"> - CR Dialacoto - CR Bamba - CR Maka - CR Kothiary 	Nov 01
<i>Administrative and Financial Management Training for Community Based Organizations, CR Saré Bidji</i>	Dec 01
<i>Leadership and Communication Training, Commune Nguékhokh</i>	Dec 01

Annex IX

Reports and Publications (*continued*)

Workshop and Technical Assistance Reports	Date
<i>Management and Control of Equipment Received for the Surveillance of the Pata Forests, CR Pata</i>	Dec 01
<i>Natural Resources Management in Saré Madia Salang, CR Kounkané</i>	Dec 01
<i>Natural Resources Management in Linguéwal, CR Kounkané</i>	Dec 01
<i>Natural Resources Management in Kabendou, CR Kounkané</i>	Dec 01
<i>Natural Resources Management, CR Kounkané</i>	Dec 01
<i>Training of Members of the Association of Journalists and Media Personnel for Decentralization in Local Finance and Fiscal Policies and Regulations</i>	Dec 01
<i>Forum on Local Opportunities Engendered from the Establishment of International Airport in the Community of Diass</i>	Dec 01
<i>Leadership and Communication Training, Commune Ndioum</i>	Dec 01
<i>Leadership and Communication Training, Commune Thilogne</i>	Dec 01
<i>Health, Population and Public Awareness Training, CR Sinthiang Coundara</i>	Dec 01





DGL Felo

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